

IBM Watson Health

100 Top Hospitals, 2017

Competitor Report

Prepared for Profiled Hospital
City, ST



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- Background and Approach
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- Profiled Competitors
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Background and Approach

- In this analysis, Sample Hospital performance and rate of improvement are compared to that of seven client-selected competitors, using the 100 Top Hospitals[®] measures and methodologies
- Measures included in the analysis*
 - **Overall Score**
 - Inpatient Mortality
 - Complications
 - Mean 30-Day Mortality Rate
 - Mean 30-Day Readmission Rate
 - Average Length of Stay
 - Mean Emergency Department Throughput
 - Inpatient Expense per Discharge
 - Medicare Spend per Beneficiary
 - Operating Profit Margin
 - HCAHPS Score (Overall Hospital Rating)
- Results are displayed as the rank percentile of each hospital's performance and rate of improvement compared to all U.S. hospitals within each hospital's 100 Top peer group
 - Conversion to percentiles allows direct comparison of all selected hospitals, without regard to peer group

**Core Measures Mean Percent is included in the calculation of the Overall Score but is not reported because there are insufficient data years to trend*

Executive Summary

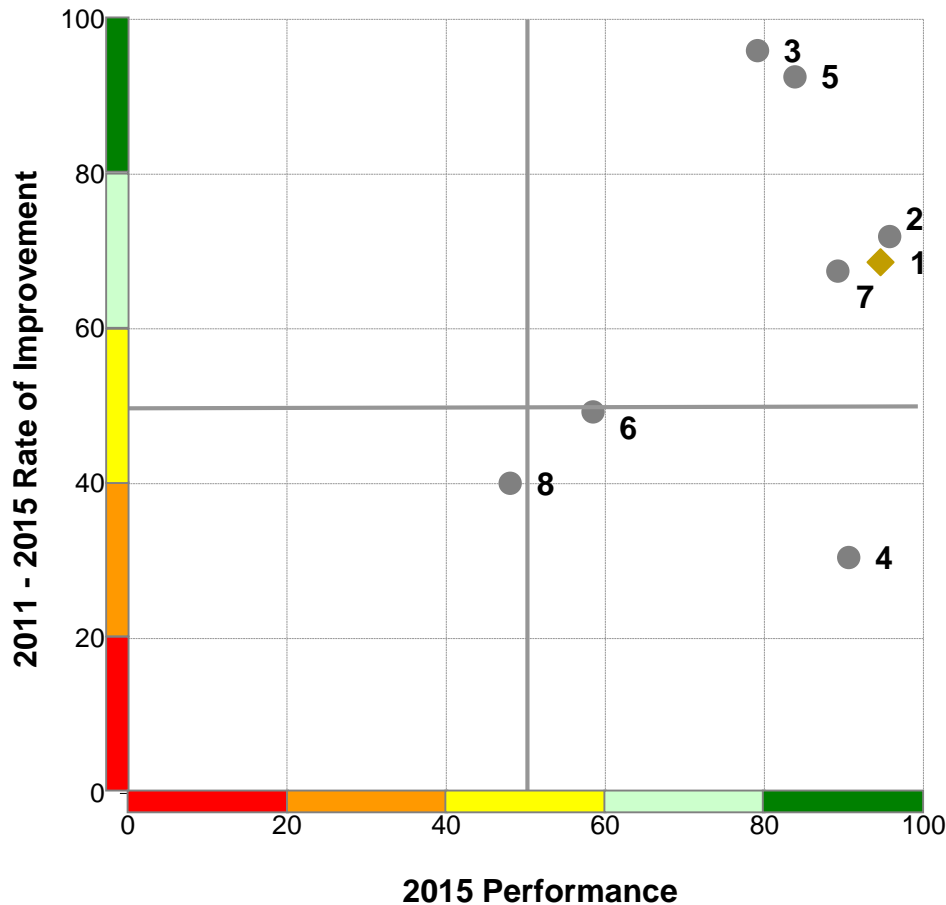
- Overall National Performance
- Performance compared to selected competitors
- Strengths and opportunities

Profiled Competitors

- **Profiled Hospital**
- Competitor 1
- Competitor 2
- Competitor 3
- Competitor 4
- Competitor 5
- Competitor 6
- Competitor 7

Overall Comparison

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

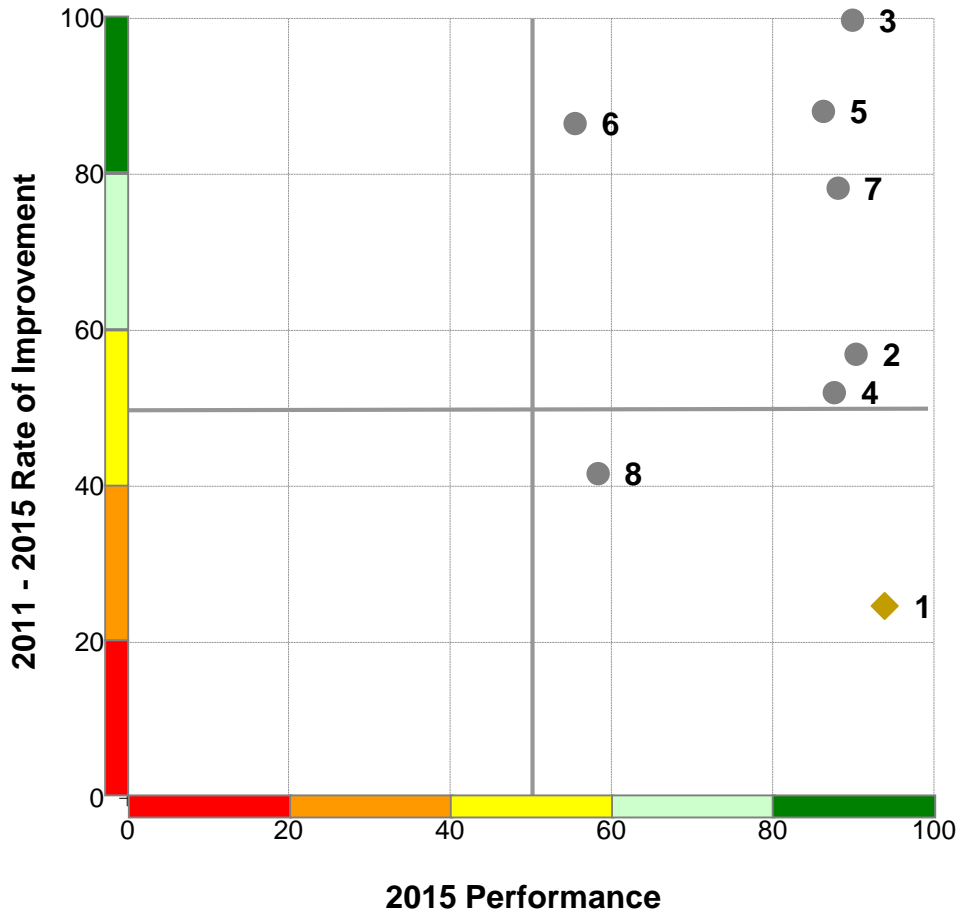
- 1 Profiled Hospital
- 2 Competitor 1
- 3 Competitor 2
- 4 Competitor 3
- 5 Competitor 4
- 6 Competitor 5
- 7 Competitor 6
- 8 Competitor 7

Quintile Key

- > 80 to 100
- > 60 to 80
- > 40 to 60
- > 20 to 40
- > 0 to 20

Inpatient Mortality

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

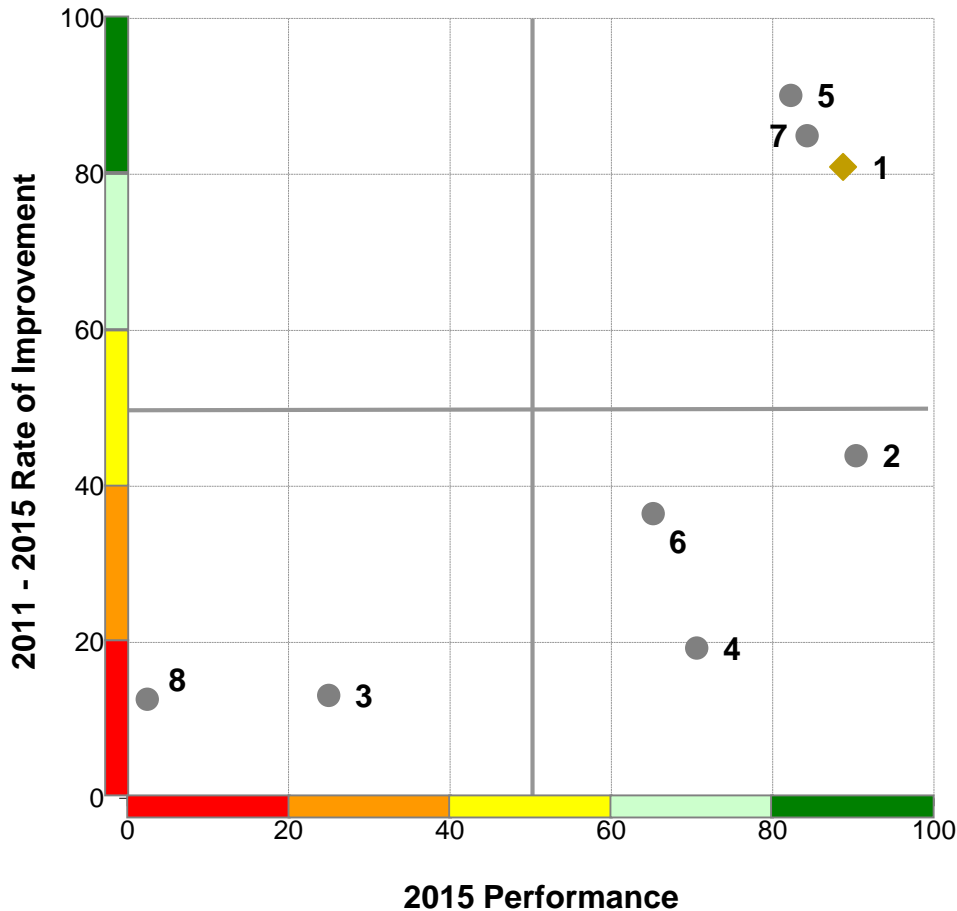
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Complications

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

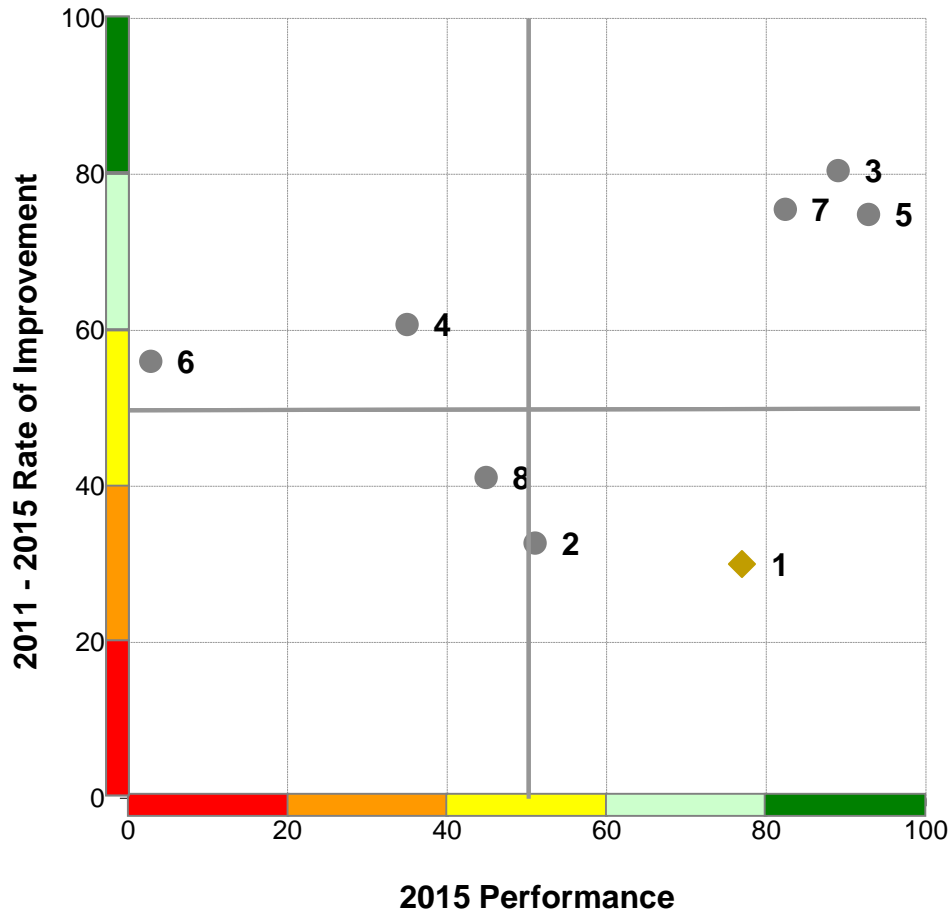
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30-Day Mortality

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

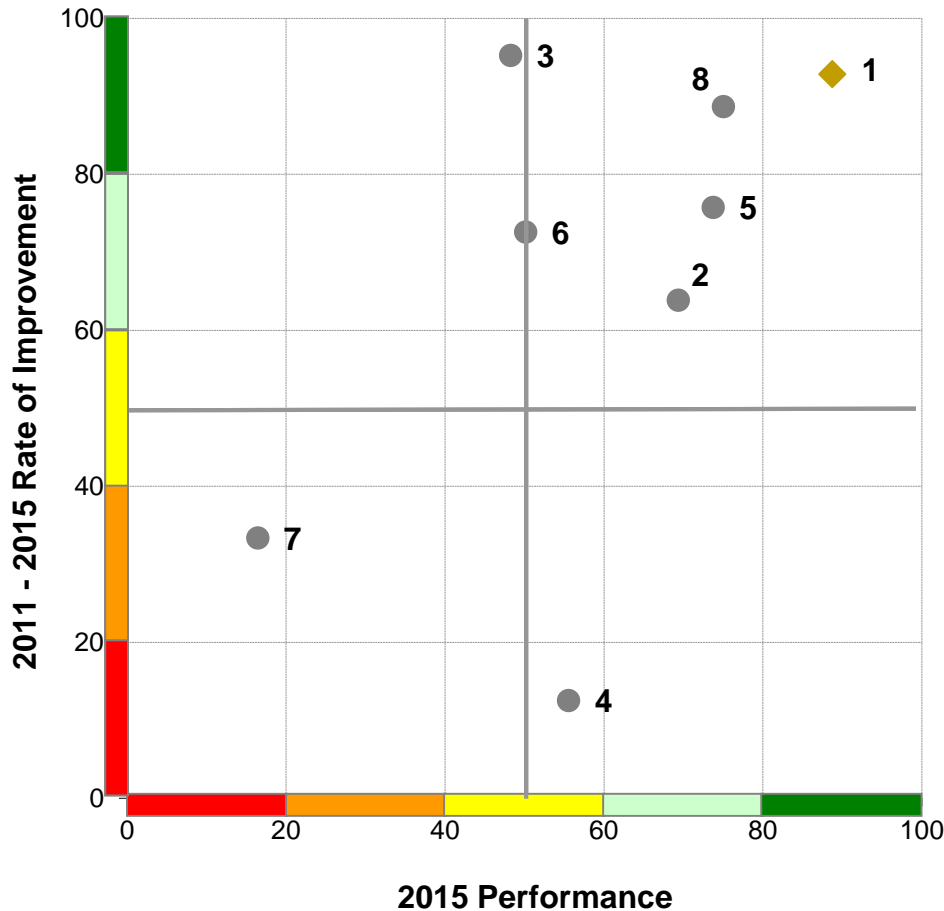
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30-Day Readmissions

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

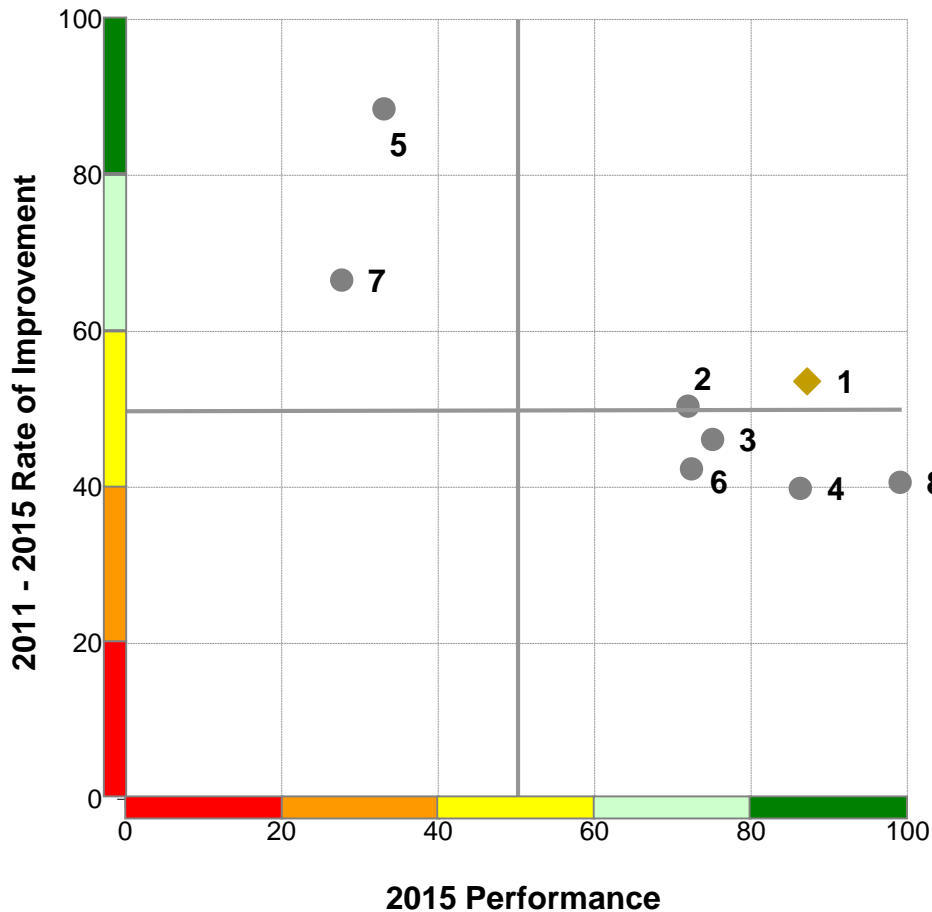
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Average Length of Stay

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

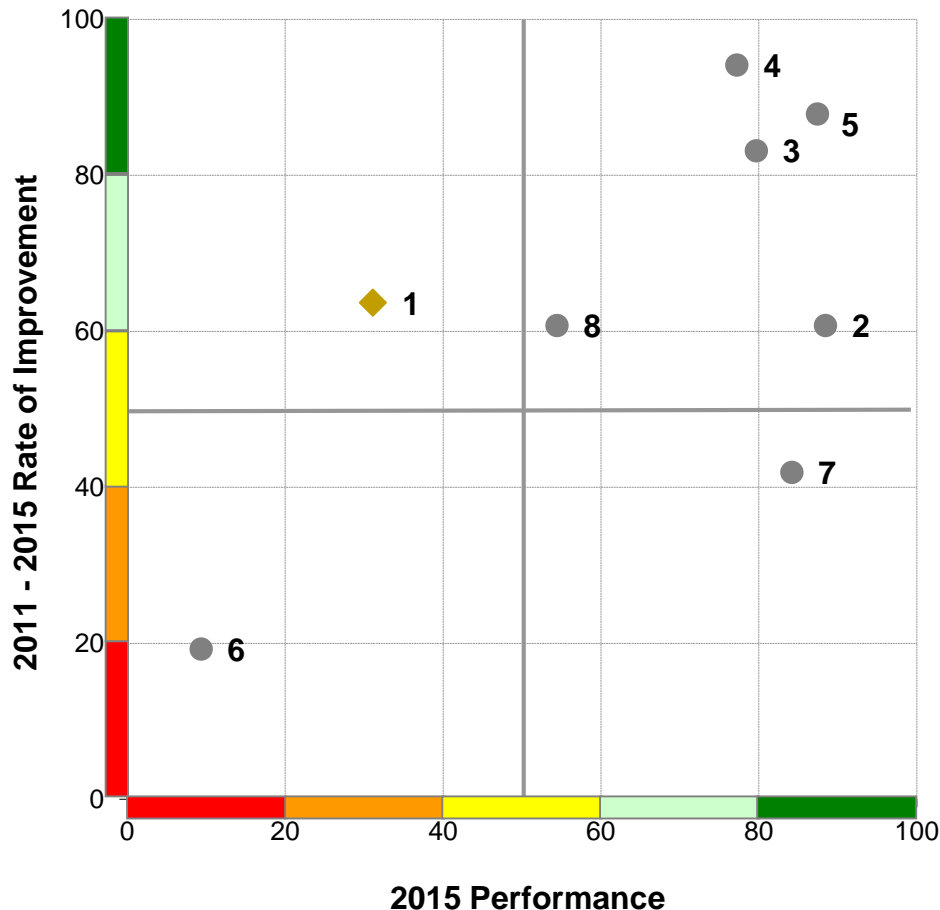
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Mean Emergency Department Throughput

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

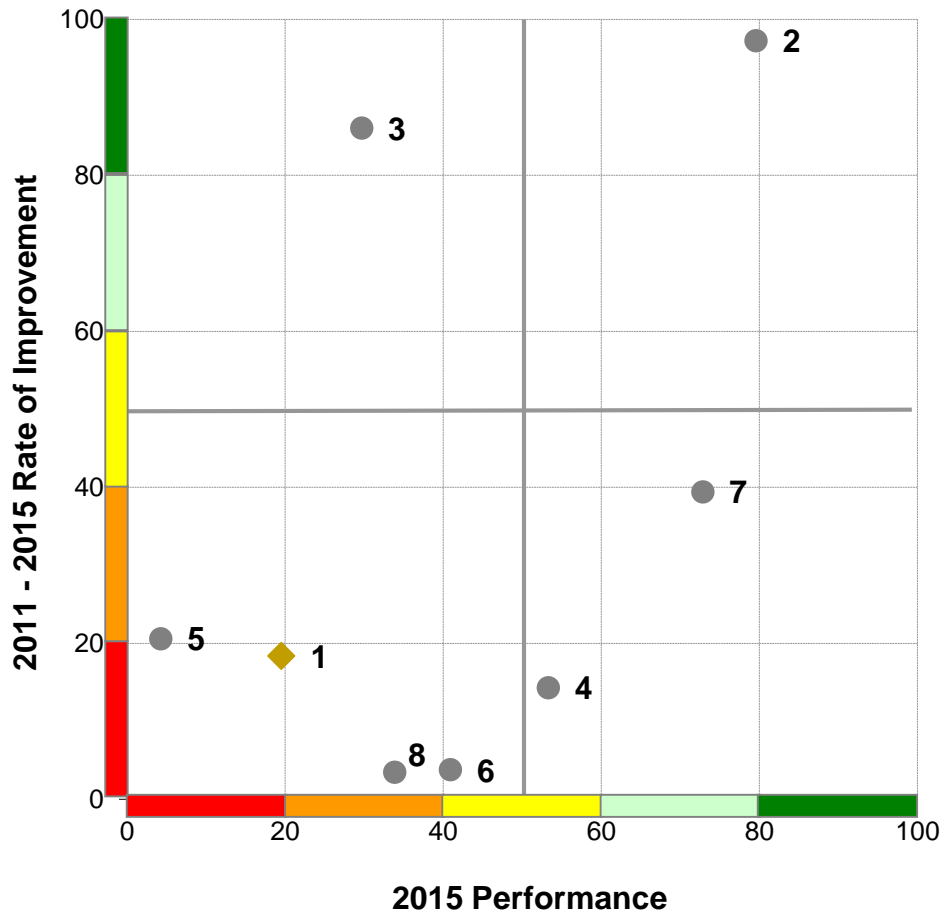
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Inpatient Expense per Discharge

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

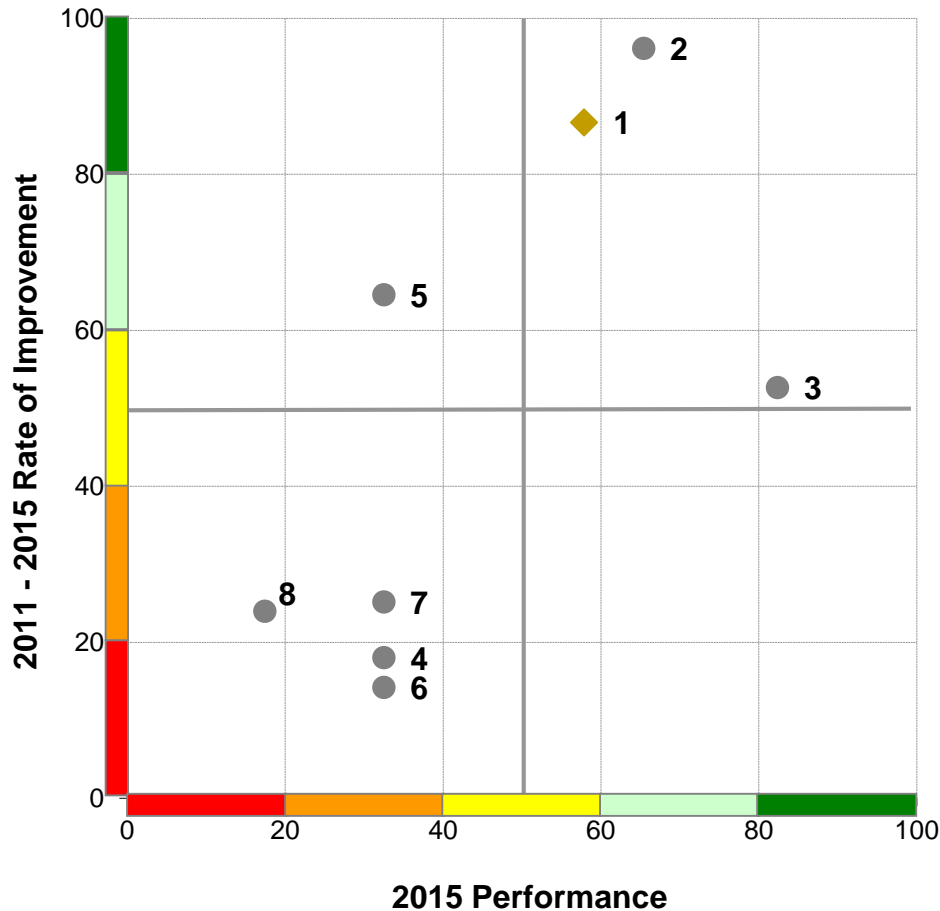
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Medicare Spend per Beneficiary

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

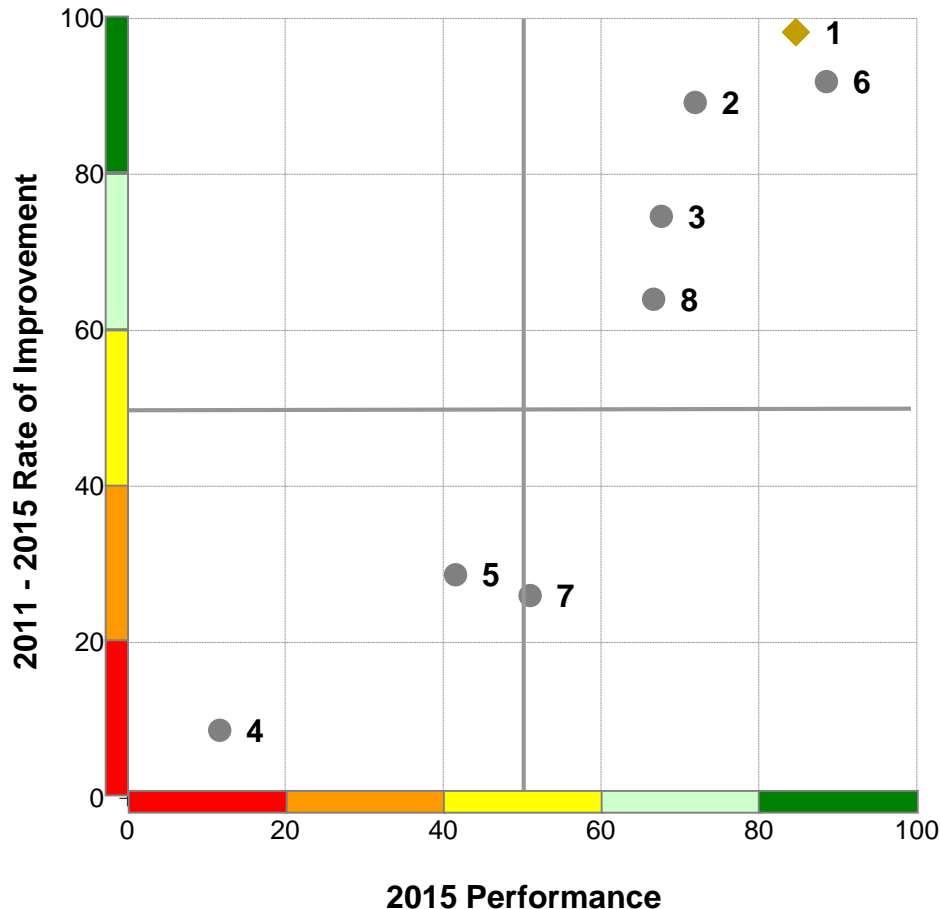
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Operating Profit Margin

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

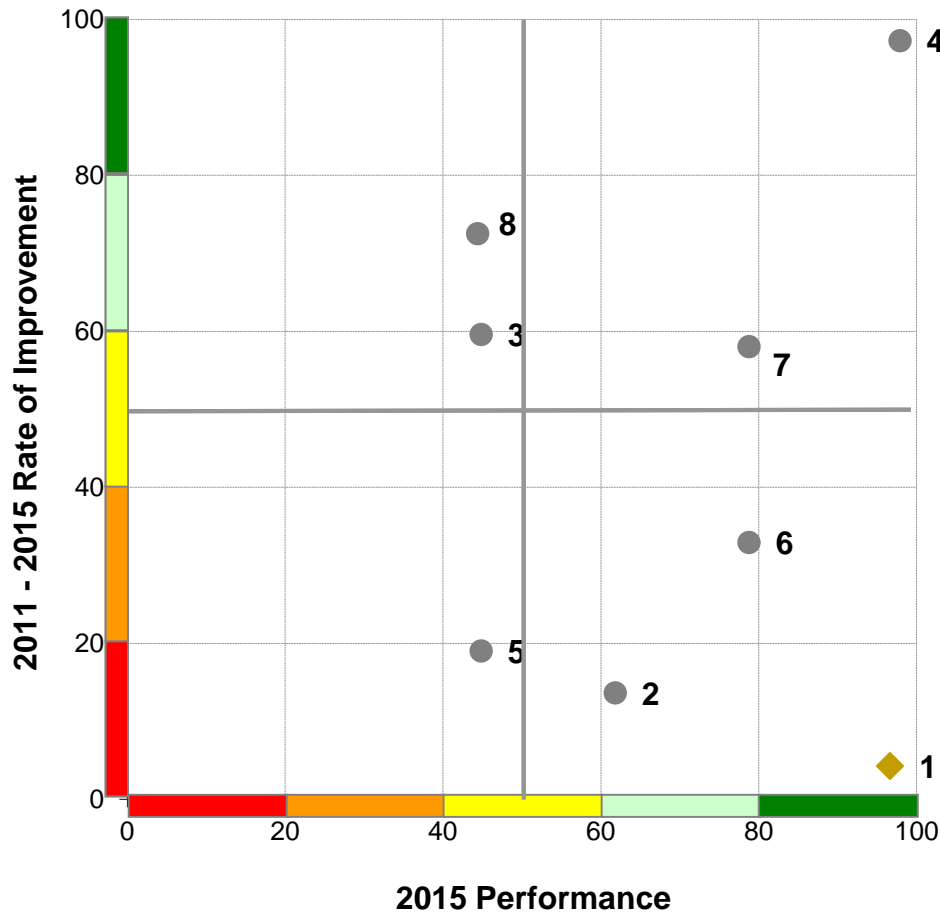
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HCAHPS Score

2015 Performance and 2011-2015 Rate of Improvement



HOSPITAL KEY

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Methodology Overview

General Ranking Methodology

- 2015 Performance
 - Hospitals are ranked on each of the included measures, by class, for the most current year(s) of data
 - 2015 and 2014 data are combined for mortality, complications
 - Ranks are weighted, summed and the sum is re-ranked by class to determine each hospital's overall performance achievement relative to its class
- 2011-2015 Rate of Improvement
 - Hospitals are ranked on the regression line t-statistic for each included measure, by class
 - Ranks are weighted, summed and the sum is re-ranked by class to determine each hospital's overall rate of improvement performance relative to its class

Hospital Classification

| Hospital Classes - The Comparison Groups | Winners | Total Hosps |
|---|------------|--------------|
| <p>Major Teaching Hospitals – three ways to qualify:</p> <ul style="list-style-type: none"> 400+ beds plus 0.25 IR/bed ratio and <ul style="list-style-type: none"> - 10 GME sponsored programs OR - 20 GME programs total 30 GME programs total (regardless of beds or IR/bed ratios) 0.60 IR/Bed ratio (regardless of beds or GME count) | 15 | 204 |
| <p>Teaching Hospitals – 200+ beds and</p> <ul style="list-style-type: none"> - 0.03 IR/bed ratio OR - 3 GME programs total | 25 | 445 |
| <p>Large Community Hospitals – 250+ beds; NOT teaching</p> | 20 | 312 |
| <p>Medium Community Hospitals – 100 to 249 beds; NOT teaching</p> | 20 | 933 |
| <p>Small Community Hospitals – 25 to 99 beds; NOT teaching</p> | 20 | 846 |
| <p>2017 National In-Study Hospitals</p> | 100 | 2,740 |

Performance Domains, Measures & Rank Weights

| Domain | Measure | Current Weights | Trend Weights |
|--------------------|--|-----------------|---------------|
| Inpatient Outcomes | Risk-Adjusted Inpatient Mortality | 1 | 1 |
| | Risk-Adjusted Complications | 1 | 1 |
| Process of Care | Core Measures Mean Percent (<i>Stroke and Blood Clot Prevention</i>) | 1 | NA* |
| Extended Outcomes | 30-Day Mortality Rates (<i>AMI, HF, PN, COPD, STK</i>) | 1 | 1 |
| | 30-Day Readmission Rates (<i>AMI, HF, PN, HipKnee, COPD, STK</i>) | 1 | 1 |
| | Quality Subtotal | 5 | 4 |
| Process Efficiency | Severity-Adjusted Average Length of Stay | 1 | 1 |
| | Mean Emergency Department Throughput (<i>minutes</i>) | 1 | 1 |
| Cost Efficiency | Inpatient Expense per Discharge, AWI & Casemix Adjusted | ½ | ½ |
| | Medicare Spend Per Beneficiary Index | ½ | ½ |
| Financial Health | Operating Profit Margin | 1 | 1 |
| Patient Experience | HCAHPS Score (<i>Overall rating question</i>) | 1 | 1 |
| | Operations Subtotal | 5 | 5 |
| | TOTAL | 10 | 9 |

*Not enough data points available to trend.

Data Sources For Current Profile

| Performance Measure | Current Performance (100 Top Award Selection) |
|--|--|
| Risk-Adjusted Inpatient Mortality Index | MEDPAR Federal Fiscal Year (FFY) 2014 and 2015* |
| Risk-Adjusted Complications Index | MEDPAR FFY 2014 and 2015* |
| Core Measures Mean Percent (Stroke, Blood Clot) | CMS Hospital Compare Jan 1, 2015-Dec 31, 2015 |
| Mean 30-Day Mortality Rate (AMI, Heart Failure, Pneumonia, COPD, Stroke) | CMS Hospital Compare Jul 1, 2012-Jun 30, 2015 |
| Mean 30-Day Readmission Rate (AMI, Heart Failure, Pneumonia, Hip/Knee, COPD, Stroke) | CMS Hospital Compare Jul 1, 2012-Jun 30, 2015 |
| Severity-Adjusted Average Length of Stay | MEDPAR FFY 2015 |
| Mean Emergency Department Throughput | CMS Hospital Compare Calendar Year CY 2015 |
| Inpatient Expense per Discharge (Case mix- and wage-adjusted) | HCRIS Medicare Cost reports ending in 2015 |
| Medicare Spend per Beneficiary Index | CMS Hospital Compare CY 2015 |
| Adjusted Operating Profit Margin | HCRIS Medicare Cost reports ending in 2015 |
| HCAHPS Score (Overall Hospital Rating) | CMS Hospital Compare CY 2015 |

**Two years of data are combined for each study year data point*

Data Sources For Trend Profile

| Performance Measure | 5-Year Trend Performance |
|---|---|
| Risk-Adjusted Inpatient Mortality Index | MEDPAR Federal Fiscal Year (FFY) 2010-2015* |
| Risk-Adjusted Complications Index | MEDPAR FFY 2010-2015* |
| Core Measures Mean Percent (Stroke, Blood Clot) | Trend not available |
| Mean 30-Day Mortality Rate** (AMI, Heart Failure, Pneumonia) | CMS Hospital Compare: Three-year datasets ending Jun 30 in 2011, 2012, 2013, 2014, 2015 |
| Mean 30-Day Readmission Rate*** (AMI, Heart Failure, Pneumonia) | CMS Hospital Compare: Three-year datasets ending Jun 30 in 2011, 2012, 2013, 2014, 2015 |
| Severity-Adjusted Average Length of Stay | MEDPAR FFY 2011-2015 |
| Mean Emergency Department Throughput | CMS Hospital Compare CY 2012, FFY 2013, CY 2014, CY 2015 (CY2013 not published) |
| Inpatient Expense per Discharge (Case mix- and wage-adjusted) | HCRIS Medicare Cost reports ending in 2011-2015 |
| Medicare Spend per Beneficiary Index | CMS Hospital Compare CY 2012-2015 |
| Adjusted Operating Profit Margin | HCRIS Medicare Cost reports ending in 2011-2015 |
| HCAHPS Score (Overall Hospital Rating) | CMS Hospital Compare CY 2011-2015 |

*Two years of data are combined for each study year data point

**Trend data for 30-day mortality does not include COPD or Stroke

***Trend data for 30-day readmissions does not include Hip/Knee, COPD or Stroke